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TC8-3269-63

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MEMORANDUM FOR: Deputy Director/Intelligence

SUBJECT: Recommended Procedures for Labeling  
of NPIC Briefing Boards

1. In accordance with your instructions of 5 April, representatives of DD/I offices [redacted] NPIC; [redacted] OAR; Mr. Clarke and [redacted] OGI; Mr. Steele and [redacted] OSI) were called together by the undersigned. We have addressed ourselves to four aspects of the relationship between NPIC and other DD/I offices requiring photo interpretation services, as follows:

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- a. procedures for review by DD/I analysts of labels on NPIC briefing boards;
- b. division of effort between DD/I analysts and NPIC photo interpreters;
- c. priorities and requirements for photo interpretation at NPIC; and
- d. NPIC response to DD/I requirements.

#### Recommendations

2. The following recommendations, which pertain to the first problem noted above, are concurred in by all representatives except those of NPIC:

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a. Except in the case of new developments of overriding significance, all final review of material for briefing boards and their labeling shall be deferred until 1500 hours on each day of the OAK or IPIR exercise (except Cuba) so that the FI results of the exercise can be used in the review and labeling process.

b. A DD/I coordinator from one of the substantive DD/I offices shall be designated for each OAK or IPIR exercise to participate in this review and he shall be empowered to call in DD/I analysts as required.

c. Textual material resulting from this review shall be furnished by the DD/I coordinator to the Director, NPIC, the AD/CI for use in current intelligence briefings and publications and ORR, OSI, ONE. Satisfactory photocopies of the briefing boards shall be provided to OCI, ORR, and OSI by NPIC immediately upon release to DIA.

3. Agreement with DIA will be required to institute these recommendations.

**Background**

4. Under present procedures a combined CIA/DIA team of photo interpreters reviews the film from which briefing boards are to be derived. This may take place either before the start of the mission readout or concurrently with the readout, which normally begins at 0600. When it precedes the readout, all night or early morning exercises are frequently necessary in order to have the boards ready by 0800. At this point in time generally three to eight days have elapsed since completion of the mission (Cuba is an obvious exception.)

5. Subjects for the boards are recommended jointly by the Collateral Support Division/NPIC and senior photo

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interpreters, and are finally approved by Director, NPIC. Selection is normally based on the COMOR target list as well as on quality of coverage.

6. In preparation for his briefings, the Director, NPIC discusses the targets with the senior OAK or IIR coordinator and with the Collateral Support Division. The latter supplies cards containing reviews of previous coverage and some collateral information on each target. Labels are then decided upon. The briefing boards, when approved by the Director, NPIC and completed in two copies, are released simultaneously for briefing of the DCI and the Director, DIA.

7. The analysts of the substantive DD/I offices are not normally involved in the process just described and there is little consultation by NPIC with them. Thus, the Director, NPIC usually is called upon to give his briefing to the DCI without the benefit of the special competence of other DD/I components.

**Discussion**

8. We believe that more accurate, comprehensive, and complete briefings of the DCI and other senior officials could be provided at the cost of a few hours of added time for integrated all-source analysis. Our recommendations are predicated on acceptance by the DCI of a small delay in the reporting of mission results.

9. Under present practices, the preliminary views expressed in briefings have at times been inaccurate and the photography has not yet been fully related to other intelligence information. Such visual evidence may have considerable impact on high officials and, since detailed photo interpretation and analysis in depth may be some time in coming, any misconception may be difficult to correct if in fact opportunity to do so ever arises.

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